



PASADENA COC

# Homelessness Plan Executive Summary

2024-2028



Pasadena  
Partnership

Prepared by



CityWise

## About the Pasadena CoC

The Pasadena Continuum of Care (CoC), formally known as the Pasadena Partnership, is a collaborative network of nonprofit organizations, government agencies, faith-based organizations, advocates, and system partners. At the heart of its work lies a commitment to evidence-based strategies with the ultimate goal of making homelessness in Pasadena rare, brief, and non-recurring. By utilizing the latest research and data, the CoC strives to deliver effective solutions that provide individuals and families who are experiencing or at risk of homelessness with housing, supportive services, and essential resources.

The Pasadena CoC is one of over 400 designated Continuums of Care nationally that receive federal funding from the U.S. Department of Housing and Urban Development (HUD). In recent years, this has also evolved to include direct funding from the state and Los Angeles County. Since 1995, the CoC has served as the primary planning entity responsible for addressing the housing and service needs of people experiencing homelessness. The CoC is led by a Board that is elected by the CoC's members, which serves as the primary decision-making body for system-level priorities, resource allocation and local program policies. Current members of the CoC board include:

- Will Watts, Coalition for the Homeless
- Dan Davidson, Coffee with a Cause
- Tammy Marashlian, United Way of Greater Los Angeles
- Cory Patterson, Union Station Homeless Services Lived Expertise Advisory Panel (LEAP)
- Sieglinde von Deffner, LA County Department of Health Services Housing for Health
- Amara Ononiwu, Faith Collaborative to End Homelessness (FCEH)
- Treasure Sheppard, Los Angeles County Development Authority (LACDA)
- Jennifer O'Reilly-Jones, City of Pasadena, Non-Voting Member

## CityWise

CityWise is a woman-owned policy, planning, and evaluation consulting firm specializing in improving systems of care for people experiencing homelessness. With over a decade of experience in the public, private, and nonprofit sectors, CityWise is dedicated to creating positive change in communities. By integrating the latest research and data and collaborating closely with local communities, CityWise develops tailored solutions rooted in evidence-based approaches that effectively address the unique needs of each community. Learn more about CityWise and its mission to improve the lives of those experiencing homelessness at [www.citywise.co](http://www.citywise.co).

## Thank You!

The Pasadena CoC would like to thank the 400+ community stakeholders, people with lived experience of homelessness, and organizations for their valuable input and participation in the plan development. For a full list of organizations that participated in the process, see the Acknowledgments section.

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# A Problem We Can Solve

Homelessness is a crisis for the unhoused as well as their families and communities. It can lead to a range of health problems, including chronic health conditions, mental illness, and substance use, all of which contribute to a shorter lifespan for people who are unhoused. Historic, structural, and systemic racism have resulted in people of color, particularly Black, Hispanic, and Latino people, being overrepresented among those experiencing homelessness in Pasadena. This over representation is exacerbated by biases, prejudices, and overt discrimination that impacts who can successfully achieve stable housing.

Homelessness also impacts the broader community, contributing to social and economic inequality, and straining public resources such as healthcare, emergency services, and social services. The visibility of homelessness in communities can lead to negative attitudes towards our unhoused neighbors, perpetuating stereotypes and stigma, further marginalizing people experiencing homelessness and creating barriers to finding stable housing and employment.

Ending homelessness in Pasadena requires making it rare, brief, and non-recurring. The Pasadena CoC's Homelessness Plan is a critical step towards this end, providing a road map for achieving this goal. However, collective action from the community is required for this to become a reality. While Pasadena has made progress in reducing homelessness over the past ten years, recent increases in homelessness locally, regionally and across the country demonstrate the need for continued action.

This Plan outlines an ambitious objective of reducing overall homelessness by 50% by 2029, and targeted action is needed to achieve this goal. It requires additional investments in permanent housing, including 150 units, along with targeted improvements to the CoC's housing and support systems to ensure each element of the system is working together to reduce homelessness.

To achieve significant reductions in homelessness, it is crucial to address disparities among people who

are experiencing it, particularly Black, Indigenous, and people of color (BIPOC). Elevating, learning from, and rallying behind BIPOC leaders in our community is essential to ensuring equity within the homeless service system of care. These leaders need the support of the entire community to implement strategies aimed at addressing existing disparities and discrimination, including discrimination against Black people in the private rental market and inequities in access to homeless services. It is important to acknowledge the historical and systemic factors that have led to these disparities and work towards rectifying them through intentional and sustained efforts toward equitable policies and practices.

Meaningful reductions in homelessness also depend upon reducing inflows to homelessness by 15%. Achieving this ambitious goal requires the collective action of our community. We need to support tenants facing housing insecurity by targeting financial assistance to those who are most at risk of homelessness while enacting stronger tenant protections. We also need stronger support for people exiting institutions, including hospitals, correctional facilities, and other facilities, to ensure housing stability.

While working towards advancing permanent housing solutions, it is essential to strengthen support for our unhoused neighbors in the interim. Additional emergency shelter beds are urgently needed to help bring our unhoused neighbors indoors, including adding 70 shelter beds by 2028 to ensure there are enough beds to shelter 80% of people experiencing homelessness on any given night.

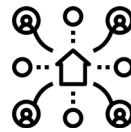
Ultimately, we all have a role to play in ending homelessness in Pasadena. It's time to come together as a community and take action to make a real difference in the lives of our unhoused neighbors. By implementing the Pasadena CoC Homelessness Plan, we can build effective and lasting systems to end homelessness and create a more equitable and just community for all.

# INTRODUCTION

The Pasadena Continuum of Care (CoC) Homelessness Plan creates an initial framework and sets aggressive targets for reducing homelessness in Pasadena over the next five years. Reaching these targets will require the collective action of the community around proven, evidence-based strategies and innovative approaches that maximize available resources. Founded on the commitment to make homelessness

rare, brief, and non-recurring, this Plan aims to establish an equitable, accessible, and compassionate system for individuals and families experiencing homelessness. The plan was developed with input from more than 415 stakeholders and subject matter experts, which are detailed in the Acknowledgments section. This Plan is built around five action areas.

## Homelessness Plan Action Areas



### SYSTEMWIDE PLANNING

The Systemwide Planning action area involves strengthening the current system to prevent and end homelessness through collaboration and coordination with all stakeholders, from government agencies to service providers and individuals with lived experience.



### EQUITY & RESPECT

The Equity & Respect action area focuses on ensuring that the system is inclusive and sensitive to the needs and experiences of all people experiencing homelessness and offers strategies to address existing disparities in Pasadena.



## CRISIS RESPONSE

The Crisis Response action area involves providing emergency services and supports to people experiencing homelessness, such as emergency shelter, outreach, and essential services.



## HOUSING & SUPPORTS

The Housing & Supports action area includes providing permanent housing solutions and supportive services using the Housing First model, which prioritizes the provision of permanent housing as quickly as possible, without any preconditions such as sobriety, service participation, or minimum income requirements.



## PREVENTION

The Prevention action area focuses on improving policies, practices, and interventions to reduce the likelihood of our neighbors losing their housing.



# Five-Year Goals

As part of the broader planning process, the CoC has set the following quantitative targets to achieve by 2029:



## Systemwide

50% reduction in annual homelessness



## Equity + Respect

Parity in access and outcomes for marginalized groups compared to other participants

Parity in lease-up and retention rates for Black participants  
Parity in access for Hispanic and Latino participants



## Crisis Response

Year-round shelter beds for 80% of people who are unhoused on any given night



## Housing & Supports

1,110 people permanently housed



## Prevention

15% reduction in inflows

Achieving these targets will require investment in 150 additional units of permanent housing and 70 new shelter beds over the next five years. The CoC will re-assess inflows regularly and update projections accordingly if needed based on the changing landscape.

## Measuring Progress

The Pasadena CoC's commitment to data-driven processes is a critical component of its homelessness plan. Progress toward the plan's targets will be closely monitored through regular data-driven assessments to ensure that strategies remain relevant and effective. This commitment to ongoing evaluation and improvement is essential for addressing the complex and evolving issue of homelessness. Specific metrics, such as reductions in inflows, annual homelessness, and emergency shelter inventory, will be used to measure progress. Additionally, the CoC will conduct disparity analyses to assess the intersectionality of race, ethnicity, disability, gender, and age within the homeless response system, ensuring equitable access and delivery of services for marginalized groups. By regularly measuring progress in these areas, the CoC can adjust its strategies and targets as needed to ensure that they are effectively addressing the needs of the community.



# Guiding Principles

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The Pasadena CoC homeless response system is anchored by a set of guiding principles that serve as the foundation for all aspects of its work. These principles are fundamental to the CoC's commitment to making homelessness rare, brief, and non-recurring. By adhering to these principles, the CoC ensures that the response is guided by a clear understanding of the issue and the most effective ways to address it.



## HOUSING FIRST

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Stable housing is the foundation upon which people build their lives. Absent a safe, decent, affordable place to live, it is next to impossible to achieve good health, positive educational outcomes, or reach one's economic potential. Therefore, the CoC is fully committed to the Housing First philosophy, an evidence-based approach that prioritizes providing people with permanent housing as quickly as possible, without any preconditions such as sobriety, service participation, or minimum income requirements. By prioritizing housing as a foundational need the Housing First approach aims to provide individuals with the stability they need to address other challenges they may be facing. Once housed, participants receive optional supportive services to help maintain their housing and address any ongoing needs. Services include case management and linkages to community resources.



## EQUITY CENTERED

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Systemic inequities and discrimination often intersect and compound each other, leading to even greater disparities in homelessness among certain populations, including Black, Indigenous, and people of color (BIPOC), people with disabilities, people who identify as LGBTQ+, and survivors of domestic violence. The Pasadena CoC recognizes the importance of addressing these disparities and is committed to providing targeted support to marginalized communities. To achieve this goal, the CoC ensured that people who have experienced homelessness and representatives from marginalized groups were involved in all elements of the homelessness planning process. Strategies for addressing disparities in Pasadena were developed using ongoing disparity analyses and best practices.



## TRAUMA-INFORMED

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For people experiencing homelessness, trauma is often a significant factor in their lives, whether due to experience of abuse, neglect, violence, or other adverse experiences. The CoC is committed to providing trauma-informed care, which involves creating a safe and supportive environment that takes into account the potential trauma and triggers that people may be experiencing. This includes practices such as active listening, being aware of potential triggers for trauma, providing choices and control wherever possible, and supporting people in building resilience and coping skills. By addressing the trauma that many individuals have faced, people are supported in rebuilding their lives.



## FUNCTIONAL ZERO

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The Pasadena CoC is committed to achieving functional zero, meaning that the number of people experiencing homelessness at any given time does not exceed the community's proven record of housing at least that many people in a month. Essentially, functional zero is the state in which homelessness is rare and brief. Achieving this goal requires a multifaceted approach, including prevention, detection, and resolution. This means having systems in place that can prevent homelessness from occurring in the first place, as well as quickly detect homelessness when it does occur. It also means ensuring that incidents of homelessness are permanently and promptly resolved through access to affordable housing, support services, and other resources.



## HARM REDUCTION

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Homelessness can present many challenges for those experiencing it, including substance use and mental health issues. To address these barriers, the CoC has committed to a harm reduction approach, which prioritizes the safety and well-being of people by reducing the negative consequences associated with various behaviors or situations. This approach acknowledges that homelessness itself can be a significant source of harm and aims to reduce negative consequences by providing access to stable housing, healthcare, and other resources. By focusing on harm reduction, individuals experiencing homelessness can receive support without judgment or stigma.



## SYSTEMS LEVEL PLANNING

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Ending homelessness requires an all-hands-on-deck response, with a coordinated effort from all stakeholders. Homelessness is a complex issue that cannot be addressed through a single intervention or program. Rather, it requires a comprehensive approach that addresses multiple factors and the failures of existing systems, including lack of affordable housing, poverty, mental health and substance use disorders, trauma, and systemic inequities. People experiencing homelessness often interact with multiple systems outside of homeless services, including housing, healthcare, criminal justice, social services, and education. Each of these systems has its own set of policies, procedures, and priorities, which can create silos and make it difficult to provide holistic support to people who are unhoused. Therefore, coordination and collaboration with these systems are vital to ensure comprehensive and effective support for people experiencing homelessness.

# How This Plan was Created

The Homelessness Plan is the result of a robust community engagement process, including input from people with lived experience of homelessness, representatives from marginalized groups, service providers, key stakeholders, regional and cross-system partners, and community members.

## Community Engagement and Gaps Analysis

A needs assessment to inform the Homelessness Plan action areas and strategies took place during the summer of 2022. The process for completing the needs assessment was carried out by CityWise and Public Policy Associates and consisted of community engagement as well as a quantitative gaps analysis.

People with lived experience of homelessness informed the needs assessment through eight focus groups. These groups included people who have experienced chronic homelessness; veterans; families; transitional-aged youth (TAY); domestic violence survivors; older adults ages 55+; Black, Indigenous, and people of color (including Latinx English speakers); and Latinx Spanish speakers.

Feedback from regional and system partners was collected in nine targeted interviews. Partners included the Los Angeles Homeless Services Authority (LAHSA), the San Gabriel Valley Council of Governments, Pasadena Community College, the Pasadena Unified School District, leaders in healthcare and mental healthcare, the local probation office, leaders in foster care, and the Department of Public Social Services.

Key stakeholders offered feedback in nine listening sessions. These groups included the CoC Board, the CoC at large, the CoC Healthcare Committee, the CoC Faith Community Committee, and citywide commissions, including the Human Services Commission, the Northwest Commission, the Accessibility & Disability Commission, the Status of Women Commission, and the Planning Commission.

Feedback from the community at large was received through an online survey. This survey received 216 responses, the majority of which were from service providers or advocates and community members.

Finally, a quantitative gaps analysis was conducted that included an analysis of systemwide performance, program outcomes, current and projected CoC capacity and funding, and a racial disparity analysis.

A complete set of findings and recommendations can be found in the CoC's Homelessness Plan [Community Engagement & Gaps Analysis Summary Report](#). People with lived experience of homelessness, service providers, regional & system partners, & community members all articulated a similar sentiment: meaningful progress and reductions in homelessness depend upon an adequate supply of permanent, affordable housing in Pasadena.

## Development of Homelessness Plan Goals and Strategies

The Community Engagement & Gaps Analysis was used to identify the needs and gaps in the CoC's homeless response system. Based on these findings, a set of draft goals were developed and presented to the CoC Board and five City commissions. Commission members were given the opportunity to provide input on the draft goals, and recommendations for areas to be prioritized were taken into consideration. Participating commissions included the Human Services Commission, the Northwest Commission, the Accessibility & Disability Commission, the Status of Women Commission, and the Planning Commission.

Following this, planning workgroups were established around the five action areas identified in the plan: Systemwide Planning, Equity and Respect, Crisis Response, Housing and Supports, and Prevention. Each workgroup consisted of core members who were supported by subject matter experts in select meetings. Diverse stakeholder perspectives were integrated into the discussions, including people with lived experience of homelessness, representatives from marginalized groups (including but not limited to Black people, Hispanic and Latino people, people with disabilities, LGBTQ+, and DV survivors), service providers, key stakeholders, regional and cross-system partners, and community members. The Systemwide Planning and Equity and Respect workgroups convened over a series of four two-hour meetings, while the Crisis Response, Housing and Supports, and Prevention workgroups each held three two-hour meetings.

# HOMELESSNESS PLAN

The Pasadena CoC Homelessness Plan is a crucial and comprehensive effort to reduce homelessness in the community and provide sustainable, long-term housing solutions for our unhoused neighbors. It directly addresses the findings of the [Community Engagement & Gaps Analysis Report](#) and was informed through the collaborative efforts of five workgroups organized around five action areas: Systemwide Planning, Equity & Respect, Crisis Response, Housing & Supports, and Prevention. The Plan sets specific goals for each action area and provides a detailed set of strategies to achieve them.

The Plan is designed to be adaptable and responsive to changing conditions and priorities. It will be regularly evaluated and updated as needed to ensure that it remains relevant and effective. Key components and a timeline, lead, and funding implications for each strategy are summarized in the Implementation Plan.

The Plan's goals and strategies provide a roadmap for success and create meaningful and positive change in the lives of people experiencing homelessness. The Plan underscores the CoC's commitment to building a more equitable and inclusive community, where all individuals have access to safe, stable, and affordable housing, and where the most vulnerable residents among us are protected and supported.

## Systemwide Planning

Ending homelessness in Pasadena will require the united efforts of the entire community to make homelessness rare, brief, and non-recurring. The Systemwide Planning action area consists of five strategies that create a comprehensive, sustainable approach to addressing homelessness by leveraging resources, tackling affordable housing shortages and mental health service gaps, and empowering the community to actively participate in finding solutions.

### Strategy 1: Address System Needs

- › Invest in 150 additional units of permanent housing.
- › Invest in 70 year-round emergency shelter beds, prioritizing non-congregate shelter models such as motel vouchers, a motel conversion, or tiny homes.
- › Establish an Online Resource Center for streamlined access to homeless services.

### Strategy 2: Strengthen Collaboration at All Levels

- › Create a unified approach to ending homelessness through four new action-oriented committees and the Built for Zero initiative.
- › Bolster collaboration among city departments through quarterly inter-departmental meetings on homelessness.
- › Establish a Community Education Ad Hoc committee to advocate for homelessness-related policies and work towards decriminalizing homelessness.
- › Improve coordination with regional and system partners for more effective and comprehensive support for unhoused people.

### **Strategy 3: Expand Access to Mental Health and Substance Use Services**

- › Advocate for the implementation of low-barrier mental health services centered on harm reduction at the City's proposed co-located health and mental health facility.
- › Build partnerships and expand street medicine to provide critical services to unsheltered individuals.
- › Identify new access pathways for mental health and substance use services through collaborative partnerships.
- › Ensure continuity of services for people transitioning from homeless services to treatment programs.

### **Strategy 4: Strengthen the Homeless Sector Workforce**

- › Reduce administrative burden for service providers by simplifying the CoC's invoicing process.
- › Advocate for workforce housing tailored to the needs of the homeless service sector workforce.
- › Create supportive career pathways for people with lived experience of homelessness including workforce development opportunities and peer mentorship programs that are supported with training for inclusive and compassionate supervision of staff with lived experience.

### **Strategy 5: Increase the Supply of Affordable Housing in Pasadena**

- › Advocate for an increase in HUD's project-based voucher cap from 30% to 50% locally to incentivize affordable housing development.
- › Promote increasing the supply of affordable housing through targeted advocacy including a dedicated revenue source for affordable rental housing, streamlined permitting processes for affordable housing projects, and the adaptive reuse of nonresidential buildings for affordable housing.
- › Maintain the existing supply of affordable housing by creating a preservation inventory of affordable multifamily rental properties.

## **Equity & Respect**

The Equity & Respect action area aims to address the disproportionate representation of marginalized groups among people experiencing homelessness. The plan recognizes that these disparities are influenced by historical and structural racism, biases, discrimination, and institutional racism. The strategies developed focus on promoting equity and respect within the CoC.

### **Strategy 6: Create infrastructure to support equity-focused leadership**

- › Establish an Equity Committee to assess and reform policies and practices perpetuating systemic racism within the CoC.
- › Promote lived experience leadership in CoC oversight through a new advisory Board, lived experience peer advocate programs, Board representation, and compensation policy development.
- › Implement ongoing training tailored to individual roles in the CoC with an emphasis on racial equity, cultural competency, and trauma-informed care.

### **Strategy 7: Strengthen the process for reporting and responding to unfair or discriminatory treatment**

- › Work with the Housing Rights Center to create a section in the online resource center on housing discrimination.
- › Develop a low-barrier online survey for CoC-funded program participants to share feedback anonymously regarding program operations, including discriminatory treatment, with a process for following up on concerns.
- › Improve the CoC's system for responding to reports of discrimination, providing training on the survey and best practices in resolving reports of discrimination. Documented instances of discrimination or unfair treatment will be considered when reviewing funding proposals and as part of any program audits.

### **Strategy 8: Strengthen support for marginalized groups**

- › Strengthen support for Black people facing discrimination in the private housing market through educational materials on tenant protections, tailored housing resource toolkits, enhanced one-on-one housing navigation, advocacy for "Fair Chance to Housing" protections, and ongoing housing retention support.
- › Ensure equitable access to homeless services for Hispanic and Latino people through culturally relevant outreach and encouraging CoC-funded organizations to ensure that staff hiring reflects client demographics and includes fluent Spanish speakers.
- › Provide strengthened support for other marginalized groups, including people with disabilities, LGBTQ+ individuals, DV survivors, immigrants, transitional-aged youth, and seniors, by prioritizing accessibility in all aspects of the CoC's programs, policies and housing; requiring the implementation of client-driven trauma-informed care; building in flexibility for rental and financial assistance; strengthening lease-up support for families and multigenerational housing; and fostering cross-system partnerships to ensure wrap-around supports.

### **Strategy 9: Measure progress in improving equity**

- › Conduct ongoing disparity analyses to identify service gaps and target resources to groups in need.
- › Incorporate analysis of disparities in language access to increase service accessibility.
- › Measure progress in eliminating disparities and build shared understanding of disparities through community education.

## **Crisis Response**

The crisis response system plays a vital role in providing support to individuals and families experiencing homelessness. The following strategies aim to enhance coordination, outreach, shelter capacity, and essential services to better meet the needs of the unhoused population.

### **Strategy 10: Strengthen the Response Coordination and Referral System**

- › Establishing an online resource center for crisis services to streamline access to homeless services.
- › Create a communications plan to connect people with the resource center through various channels.
- › Develop a system for real-time communication and information sharing among crisis response providers.
- › Create physical spaces for response coordination and referrals.

### **Strategy 11: Target Street Outreach to Equitably Meet the Needs of People who are Unsheltered**

- › Support person-centered, housing-focused, and trauma-informed street outreach.
- › Increase collaboration between street outreach teams through online platforms and regular meetings.
- › Enhance data collection, outcome tracking, and reporting of street outreach efforts.

### **Strategy 12: Strengthen and Expand Emergency Shelter and Interim Housing Programs**

- › Reduce barriers to shelter by adopting a low-barrier approach and encouraging safe and voluntary supportive services.
- › Encourage safe and appropriate shelter diversion.
- › Advocate for the creation of recuperative care (medical respite) beds.

### **Strategy 13: Ensure Shelters are Safe, Secure, and Clean**

- › Develop quality assurance standards that include consideration of client choice & needs in shelter placement.
- › Increase storage opportunities to reduce the quantity of belongings brought to shelters.
- › Foster relationships with motel owners to ensure participant support and enhance safety and security.
- › Ensure standards are met at facility-based shelters by requiring funded shelter programs connect participants with the CoC's online survey upon program entry to anonymously provide program feedback.

### **Strategy 14: Strengthen and Increase Access to Essential Services**

- › Identify and develop partnerships with trusted networks and institutions to share information about resources available in Pasadena.
- › Increase the dependability of crisis services by identifying permanent service locations and co-locating services.
- › Work in collaboration with system partners and faith-based organizations to expand the number of safe parking program sites.
- › Offer training for essential service providers on harm reduction, trauma-informed response, cultural competency, and the history of racism.

## **Housing & Supports**

Permanent housing programs and supportive services are crucial elements in the effort to reduce homelessness in Pasadena. These programs provide stability and security, enabling people experiencing homelessness to achieve long-term stability and self-sufficiency. The Housing First model is central to these efforts, prioritizing providing permanent housing solutions without preconditions, such as sobriety or participation in treatment.

### **Strategy 15: Improve the Coordinated Entry System**

- › Enhance the CES process by providing training and guidance to ensure equitable administration of the assessment tool and formalizing case conferencing procedures for improved equity.
- › Strengthen education on and transparency of CES by creating user-friendly communication materials and establishing a feedback mechanism.

- › Expand access to CES through the development of an online resource center section, advocacy for a multi-service center, and community awareness initiatives.

### **Strategy 16: Strengthen Lease-up Support**

- › Develop a housing resource toolkit for overcoming barriers and discrimination in the private rental market.
- › Bolster landlord support through incentives and informative marketing materials.

### **Strategy 17: Strengthen and Expand Permanent Housing Programs**

- › Expand housing programs by investing in 150 additional permanent housing units, promoting shared housing and master leasing to increase rental options, and generating support for new funding sources.
- › Ensure adequate supportive services by strengthening system partnerships, maximizing funding streams, and supporting the development and expansion of peer advocate programs
- › Expand support for tenants moving on from permanent supportive housing (PSH) by creating formalized moving-on programs and ensuring sustained services for people transitioning from site-based PSH.

## **Prevention**

Efforts to prevent homelessness play a critical role in the CoC’s mission to end homelessness in the community. Prevention programs focus on addressing the underlying factors that lead to housing instability and aim to intervene before individuals and families experience homelessness. By providing early support and resources, prevention initiatives help households facing a housing crisis to maintain stable housing and avoid the trauma and challenges associated with homelessness. The following strategies are designed to strengthen prevention programs, increase accessibility, and ensure equitable provision of services to those at highest risk. Strategies to address housing discrimination and affordable housing supply, which are critical to preventing homelessness, are addressed in the Equity and Respect and Systemwide action areas.

### **Strategy 18: Establish a Prevention Committee to Lead Efforts in Reducing Inflows to Homelessness**

- › Create a cross-sector Prevention Committee to create a unified effort around prevention and drive local strategies.

### **Strategy 19: Enhance Prevention Efforts**

- › Increase access to prevention services through the online resource center and targeted outreach.
- › Target support to people most at risk of becoming homeless by assessing local needs, developing a prevention prioritization mechanism, co-locating services, meeting non-financial needs, and ensuring collaboration between the Prevention and Equity Committee.

### **Strategy 20: Reduce Inflows to Homelessness**

- › Reduce inflow to homelessness by collaborating with system partners, including hospitals, reentry providers, and the foster care system to improve coordination and discharge planning.
- › Strengthen tenant supports by increasing community awareness of legal services, developing a tenant protections information section in the online resource center, and advocating for stronger tenant protection policies through education and outreach.

# GLOSSARY

**ADU:** Accessory Dwelling Units

**BIPOC:** Black, Indigenous, and People of Color

**CALAIM:** California Advancing and Innovating Medi-Cal

**CES:** Coordinated Entry System

**CESTRR:** LA County CES Triage Tool Research and Refinement

**COC:** Continuum of Care

**DCHS:** California Department of Health Care Services

**DMH:** Los Angeles County Department of Mental Health

**DPSS:** Department of Public Social Services

**DV:** Domestic Violence

**HMIS:** Homeless Management Information System

**HUD:** U.S. Department of Housing and Urban Development (federal)

**LA-HOP:** Los Angeles County Homeless Outreach Portal

**LAHSA:** Los Angeles Homeless Services Authority

**LEAP:** Lived Experience Advisory Panel

**LEAB:** Lived Experience Advisory Board

**LGBTQ+:** Lesbian, gay, bisexual, transgender, queer or questioning, and other sexual identities

**PCC:** Pasadena City College

**PH:** Permanent Housing

**PHA:** Public Housing Authority

**PSH:** Permanent Supportive Housing

**PUSD:** Pasadena Unified School District's

**RRH:** Rapid Rehousing

**TAY:** Transition Age Youth (ages 18-24)

**VI-SPDAT:** Vulnerability Index and Service Prioritization Decision Assistance Tool

**WIC:** Special Supplemental Nutrition Program for Women, Infants, and Children

# ACKNOWLEDGMENTS

The Pasadena CoC Homelessness Plan is the culmination of a community-wide effort that would not have been possible without the dedicated contributions of over 415 individuals representing more than 50 organizations. The CoC would like to extend its deepest gratitude to all the participants who gave their time, expertise, and unwavering commitment to making homelessness rare, brief, and nonrecurring in our community. Your collaboration and invaluable insights have been instrumental in shaping this plan and will undoubtedly guide our efforts to end homelessness in Pasadena.

# Participating Organizations

We would like to extend our sincere appreciation to the following agencies and organizations that provided instrumental contributions to this process:

- Alliance for Housing & Healing
- Beacon Housing
- ChapCare
- City of LA, Office of the City Administrative Officer
- City of Pasadena Accessibility & Disability Commission
- City of Pasadena Human Services Commission
- City of Pasadena, Department of Housing
- City of Pasadena Northwest Commission
- City of Pasadena Planning Commission
- City of Pasadena Status of Women Commission
- CityWise
- Coffee with a Cause
- Door of Hope
- Elizabeth House
- First United Methodist Church
- Friends in Deed
- Grace Pasadena
- Health Net
- Heritage Housing Partners
- Housing Rights Center
- Housing Works
- Huntington Hospital
- L.A. Care
- L.A. County Racial Equity Steering Committee
- Lake Avenue Church
- Legal Aid Foundation of Los Angeles
- LA Continuum of Care
- LA County, Chief Executive Office (Homeless Initiative)
- LA County Department of Children and Family Services
- LA County Department of Public Social Services
- LA County Office of Education
- LA County Probation Office
- Los Angeles Homeless Services Authority (LAHSA)
- Making Housing & Community Happen
- Pacific Clinics
- Pasadena City College
- Pasadena CoC Faith Community Committee
- Pasadena CoC Healthcare Committee
- Pasadena for All
- Pasadena Jewish Temple & Center
- Pasadena Outreach Response Team (PORT)
- Pasadena Public Health Department (PPHD)
- PPHD Transitional Age Youth (TAY) Link
- Pasadena Presbyterian Church
- Pasadena Tenants Union
- Pasadena Unified School District
- Peace Over Violence
- Public Policy Associates
- San Gabriel Valley Council of Governments
- Shower of Hope
- St. Vincent de Paul
- Step up on Second Street
- Sycamores
- United Way of Greater Los Angeles
- Union Station Homeless Services
- USC Homelessness Policy Research Institute (HPRI)
- Wesley Health Center

# Input from People with Lived Experience

The Pasadena CoC would like to express our deep gratitude to the people who are currently or formerly unhoused and generously shared their invaluable input and personal experiences to inform the homelessness plan, including:

- Participants in the Homelessness Plan Focus Group for People Experiencing Chronic Homelessness
- Participants in the Homelessness Plan Veteran Focus Group
- Participants in the Homelessness Plan Transitional Aged Youth Focus Group
- Participants in the Homelessness Plan Domestic Violence Survivor Focus Group
- Participants in the Homelessness Plan Older Adults Focus Group
- Participants in the Homelessness Plan Black, Indigenous, and people of color Focus Group
- Participants in the Homelessness Plan Focus Group for Families Experiencing Homelessness
- Participants in the Homelessness Plan Hispanic and Latino Focus Group
- Corporation for Supportive Housing Speak Up! Advocates
- Members of the Los Angeles Homeless Services Authority (LAHSA) Lived Experience Advisory Board
- Members of Union Station Homeless Services' Lived Experience Advisory Board